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## No C e-Man Show

As devoted as President Eisenhower is to the staff system and the delegation of authority, it ought to be increasingly clear to him that running the American State Department is no one-man job.

For the greater part of four years now, Secretary Dulles has been operating the department out of his hat. And while establishing new records for the number of air miles ever logged by a secretary of state, he has concentrated too much on being a troubleshooter to distinguish himself as either a policy maker or administrator.

One result of Mr. Dulles' failure to develop an effective organization was seen when he recently was sidelined by a cancer operation at a time of grave international crisis. Forced to become his own secretary of state by this turn of events, the President, it has been reliably reported, thought it necessary to call in his old friend and former chief of staff, General Walter Bedell Smith, as a special adviser on foreign policy matters.

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Only General Smith's reluctance and strenuous protests by Under Secretary Herbert Hoover caused Mr. Eisenhower to drop this idea. It was obvious, however, that the President lacked confidence in the organization Mr. Dulles had developed—or more correctly had failed to develop.

Now attention has been called to another result of the long-time inclination to leave everything to "Foster."

If this nation does not take steps to strengthen its foreign service, retiring Ambassador to Italy Clare Boothe Luce has warned, "Khrushchev will be proven right when he said, 'History is on the side of communism.' He will bury you."

In this "time of awful and historic crisis," Mrs. Luce said, America needs a foreign service "that is not only as good but better than any the world has ever known." But, she added somberly, the inadequate provision for our foreign service at the present time is something the nation would "find hard to believe and even a little shameful to face."

Materially speaking, said Mrs. Luce, the foreign service could be bolstered all this is desired or deserved by a yearly congressional appropriation of less than \$10,000,000—certainly "a comparatively small sum" for the service which she says is working hardest to prevent our own atomic annihilation.

To this plea for material improvement, it should be added that the foreign service—our eyes, ears and voice abroad—could serve the nation much better if Mr. Dulles or whoever is in charge of the State Department would spend more time making consistent policies to be carried out by the foreign service and less time trying to do the service's work.

With the whole world seething, it is crucially important that we not only understand but be understood by every nation on the face of the globe. And since not even the peripatetic Mr. Dulles can be everywhere at once, the need for a first-rate foreign affairs organization both in Washington and abroad is one that can be ignored only at our peril.